



# **HB 1021**

## **Information Technology Department**

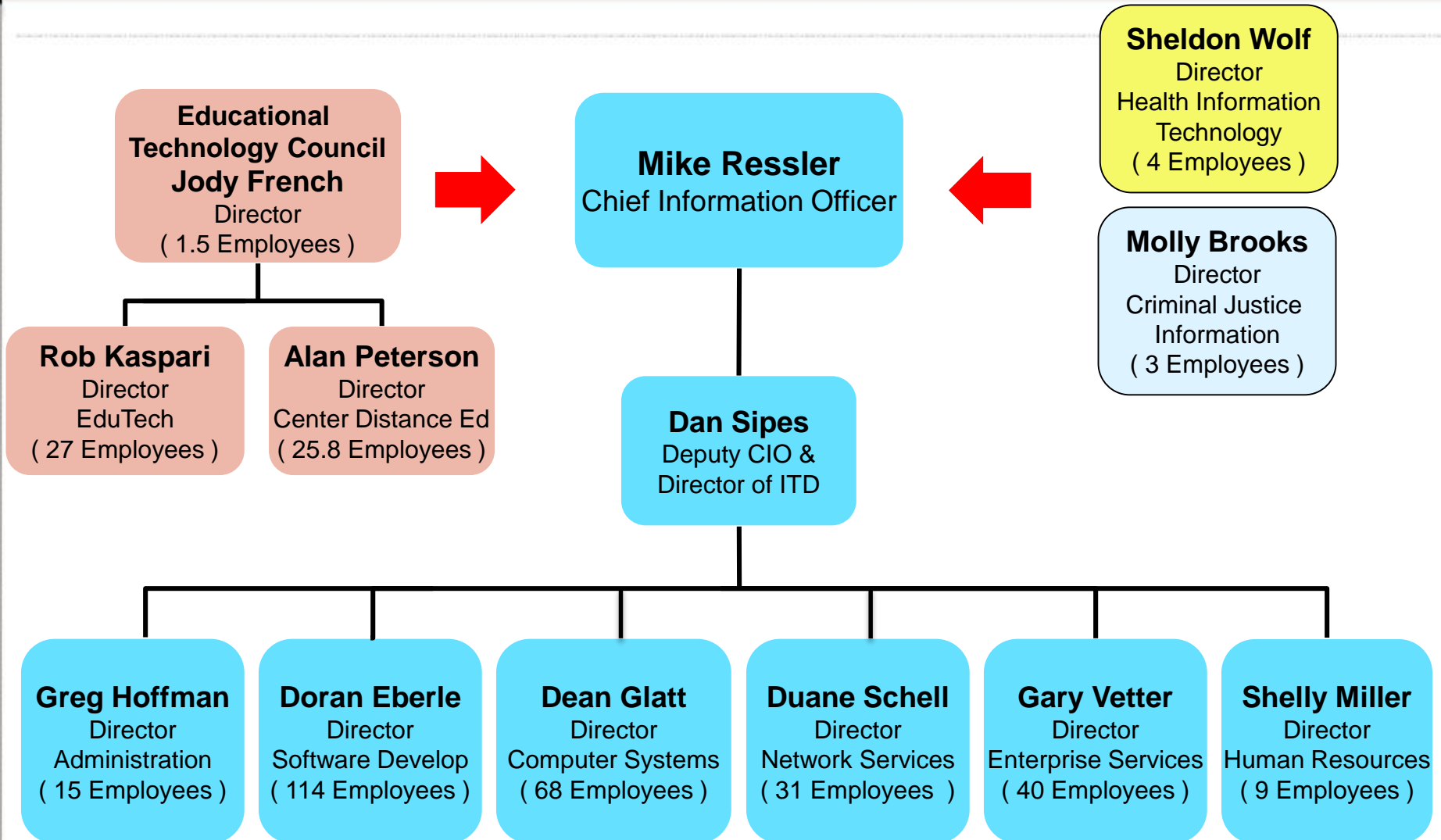
**Presentation to the  
House Appropriations Committee  
Government Operations Division**

**Mike Ressler  
CIO**

**January 12, 2015  
Medora Room**



January 2015





### ITD Programs



Program	General Funds	Special Funds	Federal Funds	Total
ITD Operations				
K-12 Network				
Geographic Information System				
Statewide Longitudinal Data System				
Educational Technology Council				
Center for Distance Education				
EduTech				
Criminal Justice Information Sharing				
Health Information Technology				
Total				



*2013–15 Budget*

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
ITD Operations	<b>843,166</b>	<b>127,549,748</b>	<b>4,300,000</b>	<b>132,692,914</b>
K-12 Network	<b>4,864,216</b>	<b>100,000</b>	-	<b>4,964,216</b>
Geographic Information System	<b>1,394,997</b>	-	<b>75,000</b>	<b>1,469,997</b>
Statewide Longitudinal Data System	<b>5,530,843</b>	-	-	<b>5,530,843</b>
Educational Technology Council	<b>1,228,322</b>	<b>100,000</b>	<b>500,000</b>	<b>1,828,322</b>
Center for Distance Education	<b>4,238,173</b>	<b>2,052,536</b>	-	<b>6,290,709</b>
EduTech	<b>3,344,828</b>	<b>5,210,125</b>	-	<b>8,554,953</b>
Criminal Justice Information Sharing	<b>3,136,263</b>	<b>192,000</b>	<b>650,000</b>	<b>3,978,263</b>
Health Information Technology	<b>378,377</b>	<b>4,445,144</b>	<b>4,500,000</b>	<b>9,323,521</b>
<b>Total</b>	<b>24,959,185</b>	<b>139,649,553</b>	<b>10,025,000</b>	<b>174,633,738</b>



## ***ITD Operations***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 - 17 Request	<b>1,451,298</b>	<b>134,893,460</b>	<b>2,013,121</b>	<b>138,357,879</b>
2013 – 15 Budget	<b>843,166</b>	<b>127,549,748</b>	<b>4,300,000</b>	<b>132,692,914</b>
Difference	<b>608,132</b>	<b>7,343,712</b>	<b>- 2,286,879</b>	<b>5,664,965</b>

Governor's Salary Package	<b>67,332</b>	<b>4,336,835</b>	<b>4,404,167</b>
---------------------------	---------------	------------------	------------------



## ITD Operations

### Security Focused

2 New Positions in ITD Operations (Special Funds)

Dedicated to server patching and network configuration

\$467,000

1 New Position located in ND Fusion Center (General Funds)

\$312,000





## ITD Operations

# Desktop Support Services

2 New Positions + Hardware / Software (Special Funds)

\$1,812,000

Ten agencies were provided funding in Governor's Budget

- Auditors Office
- Center for Tobacco
- Council on the Arts
- Dept. of Agriculture
- Dept. of Labor
- Indian Affairs
- Protection and Advocacy
- Secretary of State
- Securities
- State Treasurer



## ITD Operations

# Digital Archives

1 New Records Management Position (General Funds)

**\$210,000**

Tournesol Consulting Study recommended 2 FTE

( 1 in ITD and 1 in State Historical Society – Digital Archivist)

Also recommendation in the State Historical Society budget is:

\$200,000 for contract labor

\$236,800 for ITD hosting fees (disk storage and backup)





## ITD Operations



# Additional Support Services

1 Video technician / person transferred from Higher Ed (Special Funds)

\$225,000

1 ConnectND developer / position transferred from OMB (Special Funds)

\$225,000



## K-12 Network

ITD provides network bandwidth, Internet access, and now video services to the schools

Ethernet (10MB to 100MB) circuits

Approximately 64% or \$ 3,700,000 is paid by the Federal E-rate program each biennium

ITD renewed network and Internet contract with Dakota Carrier Network (DCN)



## ***K-12 Network***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>4,916,268</b>	<b>100,000</b>		<b>5,016,268</b>
2013 – 15 Budget	<b>4,864,216</b>	<b>100,000</b>		<b>4,964,216</b>
Difference	<b>52,052</b>	<b>0</b>		<b>52,052</b>



## Geographic Information Systems (GIS)



GIS is the use of computer systems for storing, assembling, manipulating, and displaying geographically referenced material.

Prior to the creation of the GIS hub State government agencies were creating and storing data separately with numerous versions. Data sharing was problematic.



## GIS Program Examples / Activity



### ND DES Base Map Project


**GIS Hub web services  
average 2.4 million  
transactions/month**

**Visual ND - Applications**


Click on a thumbnail image to view the content. You may find it helpful to use the search tool, switch between grid view/list view, or to click one of the items in the sort bar.

Search maps


Sort by **Date** ▾ Title Type Ratings Avg. Rating Comments Views




**North Dakota Snowmobile Trails**  
Web Mapping Application by NDGISHub. Last Modified Sep 30, 2014.  
Snowmobile trails courtesy of Snowmobile North Dakota and ND Parks and Recreation  
★★★★★ (42 views) [Link](#)




**North Dakota Department of Agriculture Weed and Other Mapping**  
Web Mapping Application by NDGISHub. Last Modified Aug 20, 2014.  
Track and view weeds over time to see the progress of weed control over several years. You are also able to view Apiary, Organic farms, Vineyards and Winery locations in North Dakota  
★★★★★ (13 views) [Link](#)



**NDDOT Construction Projects**  
Web Mapping Application by NDDOT-GIS. Last Modified Jul 30, 2014.  
Shows NDDOT construction projects.  
★★★★★ (20 views) [Link](#)



**PLOTS Guide**  
Web Mapping Application by NDGameFish. Last Modified Apr 4, 2014.  
North Dakota Game and Fish Department PLOTS Guide  
★★★★★ (4,019 views) [Link](#)

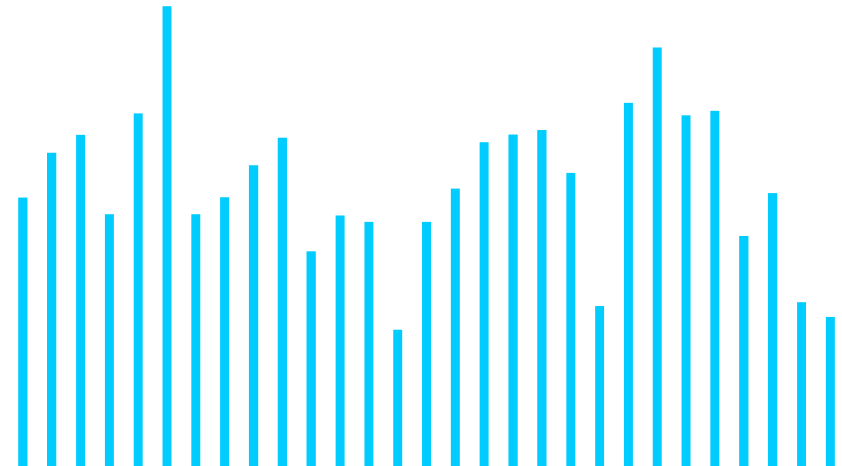


**Fishery Status and Driving Directions**  
Web Mapping Application by NDGameFish. Last Modified Apr 4, 2014.  
Fishery Status and Driving Directions of ND Game and Fish Department Fishing Waters  
★★★★★ (408 views) [Link](#)

**These applications are contributed by state agencies**

These applications are to be used within a web browser running on a PC or mobile device. These can be mapping applications and non-mapping applications.

### Visual ND





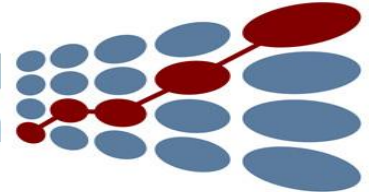
## ***Geographic Information Systems (GIS)***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>1,201,710</b>		<b>75,000</b>	<b>1,276,710</b>
2013 – 15 Budget	<b>1,394,997</b>		<b>75,000</b>	<b>1,469,997</b>
Difference	<b>- 193,287</b>		<b>0</b>	<b>- 193,287</b>





## Statewide Longitudinal Data System



### SLDS Committee Membership

- Higher Education
- Dept. of Public Instruction
- Chief Information Officer
- Career & Technical Education
- Job Service
- Commerce Dept.
- Human Services
- Educational Technology Council
- ND Council of Educational Leaders
- Workforce Development Council
- 2 Members of Legislative Assembly
  - Rep. Mike Nathe
  - Sen. Don Schaible



## Business Intelligence Competency Center

### Statewide Longitudinal Data System (SLDS)

**\$ 5,533,401**  
**General Funds**

ITD  
SLDS Program  
**\$ 4,500,000**  
**General Funds**

Workforce  
Job Service  
**\$1,005,000**  
**Federal Funds**

K-12  
DPI  
**\$ 6,723,090**  
**Federal Funds**

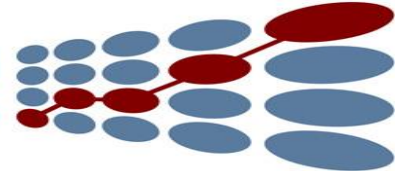
Higher Ed  
**\$ 3,900,000**  
**Federal Funds**

### Other State Initiatives

OMB  
Human Services  
Treasurer  
DOT  
DHS Eligibility  
K-12 Identity Mgmt  
**Special Funds**



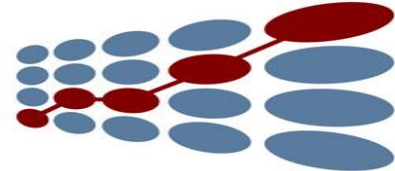
## Statewide Longitudinal Data System



### Program Status

- ✓ New web portal with research reports and data dictionary included at <https://slds.ndcloud.gov>
- ✓ Expansion of SLDS environment that supports K12, Workforce and now NDUS warehouses
  - Completed the K12 and JSND grant objectives, currently executing NDUS grant
  - Progressed with NDUS warehouse to provide historical time injected
- ✓ Completed first iteration on a teacher student support dashboard which includes (enrollment, course schedules, course outcomes, attendance, program participation, transcript)
  - Predictive Analytics performed on ND HS graduates requiring remediation in ND colleges and a risk indicator is now available on teacher dashboards predicting the need for remediation
  - Approximately 3,500 school teachers and school administrators have been trained in the use of school and student dashboards in the SLDS
- ✓ Completed School / District / REA Performance Dashboards for K12 schools and districts
- ✓ Continue supporting Succeed 20/20 measures and AdvancED
- ✓ Included NDCDE students in the SLDS for NDCDE to evaluate student data

## Statewide Longitudinal Data System



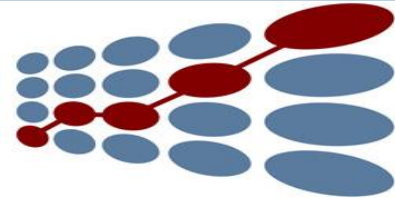
### Program Status

- ✓ Performing training on use of the SLDS for teachers and administrators as well as advanced trainings on using data in the class-room.
- ✓ Completing security interface which requires districts to reauthorize all their SLDS users yearly.
- ✓ Performed research on postsecondary remediation effectiveness, Advanced Placement and Dual Credit courses, postsecondary employment transition and associate degree on-time completion. Research results are publically available on the SLDS site.
- ✓ Rollout and finishing eTranscripts
  - All 11 ND institutions
  - Private: Univ. of Mary, Jamestown, M State, Minn. Community Colleges, Northland Community in MN
  - Statewide high school training through winter 2015, over 80 districts have been trained
- ✓ Currently piloting a student/parent portal from PowerSchool into eTranscripts / education portal. Students and parents will be able to request transcripts be sent and in the future apply for the ND State Scholarship and potentially start the application to college from this site.





## Statewide Longitudinal Data System



### General Funds

Requesting 1 new position – technical position (ETL)

**\$4,500,000** one-time funding for enhancing the K-12, Workforce, and Higher Education data warehouses:

- ☐ Reauthorization of Workforce Investment Act - measure all programs providing service
- ☐ 2<sup>nd</sup> generation of teacher & school dashboards which allow interaction to measure interventions
- ☐ Adult Ed, CTE data sets
- ☐ Job Service research and reports on supply and demand of workforce
- ☐ Include private workforce development and training data (tribal colleges WFD grants)
- ☐ NDUS warehouse
- ☐ BI Tool reporting system
- ☐ Education Portal Expansions
  - ND Scholarship
  - ND College application integration
  - eTranscript expansions / interface to NDUS imaging system
- ☐ Predictive Analytics and Visualization



## *State Longitudinal Data System (SLDS)*

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>10,033,401</b>			<b>10,033,401</b>
2013 – 15 Budget	<b>5,530,843</b>			<b>5,530,843</b>
Difference	<b>4,502,558</b>			<b>4,502,558</b>

**\$ 4,500,000 is one-time**





## North Dakota Educational Technology Council

### **Mission**

Develop technology systems and coordinate their use to enhance and support educational opportunities for elementary and secondary education.



## ETC Membership

### Voting Members

ND Chief Information Officer  
NDUS-Chief Information Officer  
ND Assn. of Technical Leaders  
ND Career & Technical Education  
ND Council of Education Leaders  
ND School Board Assn.  
ND Special Education Directors  
State Assn. of Non-Public Schools  
Two School District Reps (one teacher)  
Two Dept. of Public Instruction Representatives

### Non-Voting Members

Director of ND ETC  
Director of the ND CDE  
Director of EduTech

Jody French, Director  
ND ETC

Alan Peterson, Director  
ND Center for Distance Ed

Rob Kaspari, Director  
EduTech



## North Dakota Educational Technology Council

### General Funds

Staffing & Programs	\$ 519,698
Build Grants for Schools	<u>\$ 1,595,000</u>
<b>Total General Funds</b>	<b>\$ 2,114,698</b>

The Build Grant Program will improve wireless infrastructure, increase student access to internet connected services and expand instructional coaching for educators. Funds granted to schools will require a 50% match.



## ***Educational Technology Council (ETC)***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>2,114,698</b>	<b>100,000</b>	<b>500,000</b>	<b>2,714,698</b>
2013 – 15 Budget	<b>1,228,322</b>	<b>100,000</b>	<b>500,000</b>	<b>1,828,322</b>
Difference	<b>886,376</b>	<b>0</b>	<b>0</b>	<b>886,376</b>

**\$ 1,050,000 is one-time**



## Mission

Ensure that all North Dakota middle and high school students, regardless of location, have equal access to educational opportunities that meet or exceed all expectations for the quality of student learning.





North Dakota  
CENTER FOR DISTANCE EDUCATION

## **ND Schools have dramatically increased usage of NDCDE services**

(ND 2013-14 enrollment **doubled** compared to 2012-13  
**1,850** enrollments 2012-13, **3,850** enrollments 2013-14)

## **NDCDE estimates over 13,000 student enrollments in the 2015-17**

**biennium:** 12,000 ND student enrollments – up from 1,200 ND enrollments in 2009-11

## **Conditions impacting NDCDE 2013-15 enrollment increases continue to exist for the foreseeable future:**

- Teacher shortages
- Increased numbers of students (population growth in east and west ND)
- Limited course choices for students in small, rural schools (40,000 of ND's 100,000 K-12 students receive their educations in schools with less than 400 students K-12)





North Dakota  
CENTER FOR DISTANCE EDUCATION

## **NDCDE's clients – schools, students and parents, expect us to hold the line on course prices**

- NDCDE actual course costs are an average of \$300 (or more) per enrollment (the amount paid by non-ND students)
- NDCDE's price to North Dakota students, schools and parents is on average \$100 per enrollment

## **NDCDE continues to provide all stakeholders a high return on their investment**

- NDCDE generates HS credits at 50% the average cost of ND public schools
- NDCDE student completion rate for all courses is over 95% (90% is considered the gold standard)
- All public schools in ND have used at least one NDCDE service in the past year



North Dakota  
CENTER FOR DISTANCE EDUCATION

Funding for program growth

State pays 67% of class for ND students / schools

Requesting 5 new positions (General Funds)

1 Math Teacher

1 English Teacher

1 Social Studies Teacher

1 Science Teacher

1 Curriculum Specialist

Funding for temporary teacher positions (General Funds)

Funding for curriculum growth (Special Funds)

Funding for college and career readiness (General Funds) \$250,000



## *Center for Distance Education (CDE)*

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>6,483,666</b>	<b>3,050,000</b>		<b>9,533,666</b>
2013 – 15 Budget	<b>4,238,173</b>	<b>2,052,536</b>		<b>6,290,709</b>
Difference	<b>2,245,493</b>	<b>997,464</b>		<b>3,242,957</b>



## **Mission**

Provide North Dakota educators and students with opportunities that extend learning in the classroom and beyond focusing on the use of technology to improve student achievement.



## Services to Schools

**PowerSchool Services** to provide training, implementation and support to schools that use PowerSchool – deployed in all public schools

**Partnership with DPI** to provide training and technical readiness support for the on-line NDSA in 2015.

**Professional Development** for PK-12 educators to use software/hardware and to integrate technology into classroom instruction

**Regional IT Specialists** to deliver customized professional development and instructional coaching to educators in their regions

**Statewide K12 Active Directory** and Office365 for Schools.





## Services to Schools

**IT Services** to provide e-mail, web hosting, internet filtering, desktop anti-virus and blogging/podcasting services

**E-rate Support Services** to provide training and compliance information

**Helpdesk Services** to support customers in the use of EduTech's services such as PowerSchool, Office 365 and internet filtering

**Videoconference Enrichment Events** to offer students and teachers the opportunity to participate in national/international collaborations, content programs and professional development

**Sponsor the Positive Social Media ND Tour** featuring Kat Perkins





Requesting 1 new security position (General Funds)

Provide training / best practices for K-12 schools

\$225,000



## *EduTech*

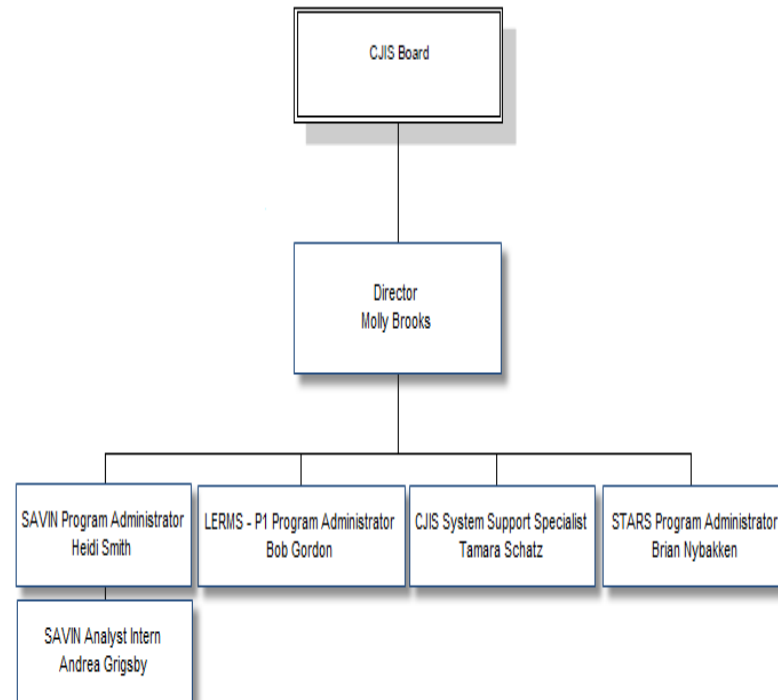
<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>3,843,707</b>	<b>5,586,780</b>		<b>9,430,487</b>
2013 – 15 Budget	<b>3,344,828</b>	<b>5,210,125</b>		<b>8,554,953</b>
Difference	<b>498,879</b>	<b>376,655</b>		<b>875,534</b>

Governor's Salary Package	<b>239,989</b>	<b>222,317</b>	<b>462,306</b>
---------------------------	----------------	----------------	----------------

## Criminal Justice Information Sharing (CJIS) Governance

### CJIS Board (sets policy & provides oversight)

- **CIO of State of North Dakota**  
Mike Ressler
- **Office of Attorney General**  
Thomas Trenbeath
- **Judicial Branch**  
Sally Holewa
- **Chiefs of Police Association**  
Keith Schroeder
- **Bureau of Criminal Investigation**  
Dallas Carlson
- **Department of Corrections**  
Amy Vorachek
- **Highway Patrol**  
Brandon Solberg
- **ND State's Attorney Association**  
Kara Schmitz-Olson
- **ND Sheriffs and Deputies Association**  
Rick Majerus
- **Department of Transportation**  
Russ Buchholz
- **Department of Emergency Services**  
Mike Lynk
- **Member at Large**  
Bonnie Storbakken





- **PORTAL:** is a statewide system where authorized criminal justice users are able to search information in a one stop system. Current information includes Booking records, Criminal History records, Protection Orders, Parole and Probation information, DNA, Offender Registration, Concealed Weapons, CWIS, Motor Vehicle, Drivers License information, Watercraft Licenses, and multiple law enforcement incident records. In addition to the search functionality, the system includes notification capabilities that facilitates the tracking of an individual / event.
- **STARS:** is a statewide records management system offered to State's Attorneys to automate business process and allow information sharing with other agencies.
- **LERMS:** is a statewide records management system offered to law enforcement to automate business process and allow information sharing with other agencies.
- **ND SAVIN:** is the Statewide Automated Victim Information Notification system. Victims may register to receive important offender status notification.



Requesting **\$1,000,000 in general funds** future development:

- CJIS Broker Implementation
- State's Attorney e-Charging
- Law Enforcement e-Charging
- Aggregated Federal and State Data Security Analysis
- Coordinated Access
- Statewide Automated Victim Info Network Security
- CST Adoption
- Law Enforcement Records Management System P1 Interfaces
- Portal Improvements
- Aggregated Federal and State Data Security





## ***Criminal Justice Information Sharing (CJIS)***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	<b>3,400,219</b>	<b>236,000</b>	<b>650,000</b>	<b>4,286,219</b>
2013 – 15 Budget	<b>3,136,263</b>	<b>192,000</b>	<b>650,000</b>	<b>3,978,263</b>
Difference	<b>263,956</b>	<b>44,000</b>	<b>0</b>	<b>307,956</b>

**\$ 1,000,000 is one-time**



## ND HIT Advisory Committee



# North Dakota Health Information Technology

*Quality Healthcare for all North Dakotans - Anywhere, Anytime*

- **Governor's Office** – representing state government interests
- **North Dakota Legislature** – representing state legislature
- **Center for Rural Health** – representing rural healthcare facilities/communities & academic institutions
- **ND State CIO** – representing state government interests
- **ND Department of Health** – representing the Department of Health
- **ND Department of Human Services** – representing the Department of Human Services
- **North Dakota Health Care Review** - representing Quality Improvement Organization (QIO)
- **ND Medical Association** – representing physicians
- **ND Healthcare Association** – representing hospitals
- **ND BlueCross BlueShield** - representing third-party payer
- **ND Health Information Management Association (HIMA)** - representing health information management workforce
- **Local Public Health Unit** – representing local public health units
- **AARP** – representing consumers
- **Large tertiary and small rural hospitals** – representing hospitals
- **Long Term Care Association** – representing long term care
- **EMS Association** – representing EMS



# North Dakota Health Information Technology

*Quality Healthcare for all North Dakotans - Anywhere, Anytime*

170+ Organizations have signed Participation and Business Associate Agreements with NDHIN

6 Prospective Payment Hospitals

36 Critical Access Hospitals

Public health organizations, long term care, pharmacies, clinics etc.

## Direct Secure Messaging

Web based Direct – 680+ users

XDR Direct (EHR system functionality) – 1,500+ users

## Query Based Services

Onboarding over 50 organizations right now (data providers)

Unique Patient Records – 615,000 (Nov 2014)

User Accounts set up to access patient data – 1,000 + providers (Nov 2014)

Automatic Immunization, reportable conditions and syndromic reporting to the Health Department

Future Functionality: Medication information and image exchange



# North Dakota Health Information Technology

*Quality Healthcare for all North Dakotans - Anywhere, Anytime*

<b>Health Information Technology Office</b>	<b>\$ 403,391</b>
<b>Operations</b> ( Provides authority for billing stakeholders )	<b>\$ 4,497,432</b>
<b>Federal Appropriation</b> ( Potential grants)	<b><u>\$ 500,000</u></b>
<b>Total 2015-17 Budget Request</b>	<b>\$ 5,400,823</b>



## *Health Information Technology (HIT)*

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
2015 – 17 Request	403,391	4,497,432	500,000	5,400,823
2013 – 15 Budget	378,377	4,445,144	4,500,000	9,323,521
Difference	25,014	52,288	- 4,000,000	- 3,922,698





### 2015–17 Budget Request

Program	General Funds	Special Funds	Federal Funds	Total
ITD Operations	1,451,298	134,893,460	2,013,121	138,357,879
K-12 Network	4,916,268	100,000	-	5,016,268
Geographic Information System	1,201,710	-	75,000	1,276,710
Statewide Longitudinal Data System	10,033,401	-	-	10,033,401
Educational Technology Council	2,114,698	100,000	500,000	2,714,698
Center for Distance Education	6,483,666	3,050,000	-	9,533,666
EduTech	3,843,707	5,586,780	-	9,430,487
Criminal Justice Information Sharing	3,400,219	236,000	650,000	4,286,219
Health Information Technology	403,391	4,497,432	500,000	5,400,823
<b>Total</b>	<b>33,848,358</b>	<b>148,463,672</b>	<b>3,738,121</b>	<b>186,050,151</b>



## 2015–17 Budget Changes

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>
ITD Operations	<b>608,132</b>	<b>7,343,712</b>	<b>- 2,286,879</b>	<b>5,664,965</b>
K-12 Network	<b>52,052</b>			<b>52,052</b>
Geographic Information System	<b>- 193,287</b>			<b>- 193,287</b>
Longitudinal Data System	<b>4,502,558</b>			<b>4,502,558</b>
Educational Technology Council	<b>886,376</b>			<b>886,376</b>
Center for Distance Education	<b>2,245,493</b>	<b>997,464</b>		<b>3,242,957</b>
EduTech	<b>498,879</b>	<b>376,655</b>		<b>875,534</b>
Criminal Justice Information Sharing	<b>263,956</b>	<b>44,000</b>		<b>307,956</b>
Health Information Technology	<b>25,014</b>	<b>52,288</b>	<b>- 4,000,000</b>	<b>- 3,922,698</b>
Difference	<b>8,889,173</b>	<b>8,814,119</b>	<b>- 6,286,879</b>	<b>11,416,413</b>



## ***ITD 2015–17 Budget Request***

<b>Program</b>	<b>General Funds</b>	<b>Special Funds</b>	<b>Federal Funds</b>	<b>Total</b>	<b>FTE's</b>
2015 – 17 Request	<b>33,848,358</b>	<b>148,463,672</b>	<b>3,738,121</b>	<b>186,050,151</b>	<b>355.3</b>
2013 – 15 Budget	<b>24,959,185</b>	<b>139,649,553</b>	<b>10,025,000</b>	<b>174,633,738</b>	<b>340.3</b>
Difference	<b>8,889,173</b>	<b>8,814,119</b>	<b>- 6,286,879</b>	<b>11,416,413</b>	<b>15.0</b>

**\$ 6,550,000 is one-time**



THANK YOU!!!